

ATTACHMENT 6.I

PAS M&E PERFORMANCE MONITORING PLAN (PMP): INSTRUCTIONS

Overview:

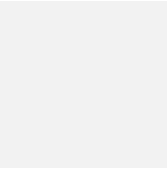
The following instructions are meant as a resource for grantees. This document supports grantees when filling in their PMP template (Attachment 3). However, this resource can also be used to complete similar PMP or M&E Plan templates specific to your organization, and/or, upon receiving an award, as a reference sheet throughout the duration of your program. This is not a document to include in your application. Please maintain this for your internal records.

Recommendation: Keep your PMPs transparent, concise and as simple as possible.

Key Terms:

Evaluation	Evaluation is the process of determining merit, worth or value of an activity, policy or program. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors (Scriven, 1991; OECD, 2002 & 2012).
Monitoring	Monitoring refers to a continuing function that uses systematic collection of data on specified indicators to provide management and other key stakeholders of an intervention with information regarding the use of allocated funds, the extent of progress, the likely achievement of objectives and the obstacles that stand in the way of improved performance (OECD, 2002 & 2012).

Theory of Change	The assumptions that link a program's inputs and activities to the attainment of desired ends. A set of beliefs about how and why an initiative will work. (Weiss, 1995; Church and Rogers, 2006).
Goal	The higher-order aspiration to which a project or program is intended to contribute. A goal should be lofty in nature and not resource dependent. Many projects can contribute to the same goal. The Goal should be written in the NOFO.
Objective	A statement of the condition or state one expects to achieve. Objectives should be concrete, time-bound, and measurable. Follow SMART criteria (see below). The Objectives should be written in the NOFO.
Outcome	The result or effect that is caused by or attributable to a specific activity. Outcomes may be short-term or long-term, intended or unintended, positive or negative, direct or indirect.
Output	Outputs are the products, goods, and services which result from activities. Ex: # of workshops, training hours, pamphlets, social media groups/posts, etc.
Activity	The actions you intend to conduct (training, workshops, screenings, campaigns, etc.) in order to reach your objectives and contribute to larger goals.
Indicator	A particular characteristic or dimension used to measure intended changes. Indicators are used to observe progress and measure actual results compared to expected results (targets). Indicators answer "how" or "whether" a project is progressing toward associated objectives. Indicators should be expressed quantitatively and should be objective and measurable (e.g. numeric value, percentages, indices). Examples of indicators include: number of gender-based violence survivors provided social support services; percent change in knowledge about investigative journalism; % of participants who feel the training is relevant to their career; 100% of milestone 4 achieved. Some indicators may be written in the NOFO.
Target	An expected value or level for an indicator, at a specified point in time in the future. The target shows the level of achievement that is expected in order for results to occur. Targets are compared against actual results. A target is defined for each indicator as part of the M&E PMP. Related terms: Benchmark, Milestone. Some targets may be written in the NOFO.
Method	Methods, sometimes called tools, are the processes one uses to collect data that is used to track indicators. They can include both qualitative and quantitative processes, however indicators themselves must be in quantitative form. For example, one may hold focus groups, a qualitative methodology, to determine perceptions of a countering violent extremism program, however the data extracted may show that 50% of the focus group participants discussed negative



perceptions of the programming: Your indicator is “perception of CVE” and your actual result is 50%. A method is used to collect evidence to show you’ve achieved your PMP’s targets.

Filling out the Performance Monitoring Plan (PMP):

1. The Problem Statement, Goal, Audience, and Objective(s) should be identical to the narrative in your proposal. Continuity across all documents is critical.
2. Activities should be the same as those activities discussed in your proposal. Only include one activity per box, aligning the activity with your outcome and output indicators. If using the **M&E Data Worksheet** from the PMP Template (Attachment 3), only include one activity per box, aligning the activity with your outcome and output indicators.
3. An indicator “indicates” process or change. An **output** indicator is typically a simple count: # of hours, trainings, students, social media shares or likes, etc. These indicators are used as a basic accounting as to what has happened. An **outcome** indicator shows change over time and can be both qualitative or quantitative. These indicators may include percentage change (in understanding, perception, capacity, either increase or decrease), milestones, etc. **SEE INDICATOR REFERENCE BELOW**
4. Data Collection Methods vary. Some common data collection methods include:
 - Surveys
 - Key Informant Interviews
 - Baseline/2nd Survey
 - Polling
 - Community interviews
 - Focus Groups
 - Pre/Post Test designs
 - Social Media Analysis
 - Count of likes, shares, etc.
 - Basic counts
 - Case studies
 - Stakeholder meetings
 - Field observation visits
 - Organizational Capacity Assessments
 - Document/Film/Image review
 - Most Significant Change
 - Mobile/Technology Solutions
 - Sentiment Analysis.
 - Social Network Analysis

CHOICE OF METHOD WILL BE BASED ON INDICATOR. There are several online resources on how to conduct the above. Please see below.

5. Justification for the indicators you choose should follow the SMART criteria:

Specific: Clearly defined, objective, not subjective.

Measurable: Change can be demonstrated, quantifiable using available tools and methods.

Achievable: Fits within your capacity, budget and other resources.

Relevant: Tied to intended outputs & outcomes.

Time-Bound: Start and end point clearly defined.

Please formulate your justification in a simple, single statement.

6. Targets/Actuals: This document will be updated every quarterly report with this information.

Input the Quarter of first reporting and the month range. Quarters and months are as follows:

Q1: Oct-Dec

Q2: Jan-March

Q3: April-June

Q4: July-September

If your program is more than a year, cut and paste the entire chart to a new page.

Target: An estimation is the intended results, as defined by the indicator. Ex. 75% increase from pre-to post-test; 65% of respondents agree further work is needed to ease tensions on the border; 10 workshops were conducted.

Actual: This column is for reporting what occurred.

7. How the total of targets is calculated will be determined by the variable. Leave these blank for your GOR to calculate.

Useful Resources for Gathering Data:

1. USAID Learning Lab, *Data Collection Methods and Tools for Performance Monitoring* [<https://bit.ly/3i7SJvD>]
2. USAID, *Data Sources and Collection Methods* [<https://bit.ly/39rgYkD>]
3. BetterEvaluation, *Data Collection Methods* [<https://bit.ly/3b7YwzO>]
4. BetterEvaluation, *Most Significant Change Approach* [<https://bit.ly/3neSBLK>]
5. USAID Learning Lab, *Stakeholder and Social Network Analysis Guidance Note* [<https://bit.ly/2L31uLx>]
6. Advancing Partners & Communities, USAID, JSI, and FHI 260, *Organizational Capacity Assessment (OCA) Tool* [<https://bit.ly/2XAUf08>]